



Job Description

Job Title:	Director of Bus Reform
Directorate/Team:	Transport for West Midlands (TfWM)
Location:	16 Summer Lane or other site/location
Responsible to:	Executive Director for Transport for West Midlands
Responsible for:	Head of Bus Reform Transformation, Head of Programme Delivery, Head of Network Mobilisation, Customer Experience Lead plus matrix-managed team of experts and specialists.
Key working relationships: (internal)	WMCA Executive Board, West Midlands Mayor, Programme Leads, TfWM Operational and Bus Teams, Senior Stakeholders, Enabling Services
Key working relationships: (external)	Senior Partners including Government Representatives, Politicians, commercial providers, industry experts, local government representatives and local communities

Purpose of the Post

The Director of Bus Service Reform leads the implementation and delivery of the regional wide bus reform programme leading to the regulation of the bus industry in the West Midlands, aligned with WMCA policy, National Policy and Regional priorities and ambition. The role includes evolving, leading and delivering the programme to implement a regulated bus system across the West Midlands region in line with the programme of bus reform agreed by the WMCA Board. The bus network is the lifeblood of the West Midlands regional integrated transport system which enables access to jobs, education, health and supports the economic outputs of the West Midlands and brings social equality across the region.

The role provides leadership for TfWM and therefore the WMCA on the delivery of joint commitments made in partnership with TfWM and WMCA directorates, local authorities, transport providers, stakeholders, partners and Government, to support bus reform including operational performance, fleet, depots, resources and customer experience associated with an integrated transport system.

The postholder will also need to implement and embed new ways of working, ensuring clear communications to stakeholders, senior managers and employees across the organisation.

The postholder will drive the delivery of bus reform and work very closely with other members of the TfWM Leadership Team and engage with the Director of Integrated Transport Services, Director of Network Resilience, Director of Delivery (Capital) and the client teams within transport who will be the future owners of the network delivery and performance.

Accountabilities

- Lead the Bus Reform Team (up to 40 FTE) in developing and delivering the programme of bus reform including the key tasks for delivering franchising and associated tasks.
- Advise and support the executive director in the implementation of the programme and delivery status of the Bus Reform Programme and its progress.
- Work with the Bus Network, Network Resilience and Delivery Directorates and WMCA teams, Finance, Legal, digital, Data and Digital and Procurement teams to ensure that the programme delivers the requirements for the bus network as it transitions from a deregulated network to a regulated network.
- Ensure bus reform deliverables are suitable to be handed over to client teams on completion of delivery and work with sponsor teams throughout delivery.
- Ensure robust contract development, management and procurement processes to support franchising in line with the timescales set out in the franchising rollout programme.

- Work with the Director of Integrated Transport services, the Director of Network Resilience and the Delivery Director to ensure the delivery outputs enable the delivery of a reliable Bus Services Network across the region.
- Undertake a pivotal role in the strategic influencing of regional bus operators and their commercial network, ensuring commercial decisions and behaviours complement and support our tendered service network.
- Ensure that Local Authorities, leaders, Executive, WMCA and TfWM teams are engaged on the process of programme delivery for Bus Reform.
- Oversee the planning, execution, monitoring, and evaluation of the bus transformation project, ensuring that all milestones and deliverables are met on time and within budget.
- Designated 'budget holder' with overall accountability for a revenue and/or capital budget or a group of budgets

Responsibilities

Strategic

- Direct the development and implementation of multi-faceted programmes of significant size, change and complexity for one of WMCA's largest change programmes which represents a major step change in the delivery model for transport in the region
- Lead the implementation and delivery of the bus reform programme for the West Midlands bus network, implementing the agreed options of the WMCA Board and the West Midlands Mayor.
- Drive the cultural revolution needed to underpin the radical change of bus reform through WMCA and partner organisations that assist in delivering a holistic single identity to the integrated public transport system across the West Midlands.
- Provide strategic, effective, and highly visible leadership in developing and managing the bus reform transformation programme across the organisation, taking ownership of the delivery of the portfolio of projects and workstreams, forging collaborative relationships and ensuring learning and innovation to enable the organisation to adopt a new delivery model
- Act as a trusted advisor in providing strategic guidance to senior leadership on bus reform related matters, guiding senior colleagues on the financial impact and viability regarding proposals for future investments identified as part of the bus reform transformation work across the organisation, and leading on the development of business cases as applicable
- Review existing arrangements to create a fit for purpose governance and decision-making structure around bus reform data and intelligence management and its application across the organisation which supports the business plan and financial management and anticipated outcomes
- Ensure the bus reform programme implementation supports the customer experience and branding requirements of the organisation and its partners and contractors

People

- Lead, motivate, and develop a high-performing team of specialists, including Head of Bus Reform Transformation/Head of Programme Delivery/Head of Network Mobilisation/Customer Experience Lead and the wider TfWM team as they onboard to the organisation.
- Lead a matrix managed team of experts and specialists to deliver the bus reform programme to an agreed timetable.

Operational

- Work with the governance framework of the WMCA and its partners to tackle emerging and developing risks and mitigate them through the course of the programme.
- Work with the TfWM operational and bus teams to develop and implement a successful operating model for bus services through each phase of the bus reform programme.
- Work with the commercial teams to ensure that the outputs support the objectives of a sustainable and integrated network that can drive growth in bus patronage and overall sustainable transport use.
- Ensure that the implementation programmes enable the bus network to continue to operate prior to, during and following the implementation of each phase of the bus reform programme
- Collaborating with senior stakeholders and establishing relationships including the Mayor, Unions, Local Councillors and community groups.

- Ensure the bus reform programme ensures all the systems and processes are fit for purpose to deliver the relevant information and data to manage bus service contracts effectively and efficiently prior to, during and following the implementation of the franchising implementation as required.
- Ensure clear communications on all the stages and phases of the bus reform programme with all constituent Local Authorities.
- Work with existing departments to shape and deliver key messages for the programme engaging staff at all levels to ensure these are understood, adopted, and championed.

Financial

- Responsible for programme delivery budgets and specific and dedicated capital budgets which fall within the Bus Reform Programme.
- Create discipline around culture and governance, finance, funding and current spend, to ensure procurement of services, training and staff that provides organisational efficiencies and value for money.
- Oversee budget allocations, ensuring financial sustainability of initiatives.
- Ensuring Value for Money and follows the appropriate governance processes for dealing with any financial activities

Other

- Work transparently, producing plans, and communicating direction of travel. Embracing challenge and adopting ideas.

Person Specification

Candidates/post holders will be expected to demonstrate the following:	Essential / Desirable		How Evidenced?		
	E	D	A*	I*	T*
Experience					
Evidence of successfully developing and driving implementation of transformation programmes and leading transformation in a large complex public sector organisation to deliver successful tangible outcomes	X		X	X	
Experience of working in the public transport sector (e.g. Bus)		X	X		
Evidence of establishing and maintaining strong working relationships across various departments and leadership levels, resulting in collaboration that contribute to key transformational objectives	X			X	
Stakeholder management experience with the ability to develop, maintain, and strengthen partnerships with others inside or outside the WMCA and evidence of collaborating, negotiating, and influencing to achieve shared goals, with robust governance delivering change and developing initiatives	X			X	
Experience in leading the successful design and implementation of strategic roadmaps or programme / portfolio plans	X		X	X	
Experience of coordinating or managing a team of subject matter experts with a history of improving service delivery	X		X	X	
Experience of working in a matrix environment		X		X	
Skills / Knowledge					
Communication skills required to be able to present and adjust to different audiences, with evidence of creating and crafting compelling messaging and presentations	X			X	
Persuasion and influence skills, with of selling proposals or concepts, and influencing the wider organisation to embrace opportunities	X			X	
Ability to develop an understanding of organisation problems and opportunities in existing service processes, recommending solutions and owns key strategic issues until resolution	X			X	
Ability to proactively manage key relationships with WMCA services and partners to capture, prioritise and strategically align business change requirements	X			X	

Can develop and execute strategies to build a business model for the transformation through internal and external sources of funding	X			X	
Able to lead the identification and assessment of risks with associated strategies and projects, including operational, financial, and legal risks. Able to develop risk mitigation strategies and ensure compliance with relevant regulations and policies	X			X	
Resolve issues and barriers with senior officers to ensure that projects progress to successful outcomes	X			X	
Can confidently and successfully influence senior management or external partners to adopt new initiatives, leading to improved organisational alignment or the delivery of a specific strategic outcome	X			X	
Ability to synthesise complex and technical issues effectively and at pace to senior decision makers, making it accessible to senior leaders and general readers; and to use evidence and sound judgement to influence stakeholders.	X			X	
Confident leadership style with evidence of successfully leading, managing and inspiring teams to deliver significant transformational change, achieving project milestones and targets	X			X	
An understanding of the role of the West Midlands Combined Authority, its strategic aims and objectives, and the opportunities and barriers it has, to develop policy and strategy for the region		X		X	
Qualification / Education / Training	E	D	A*	I*	T*
Relevant Programme or Project management qualification		X	X	X	
Educated to degree level		X	X	X	

*Key: A = Application, I = Interview, T = Testing/Assessment

Core Expectations

Health, Safety & Wellbeing	All employees have a duty to take reasonable care for the health, safety, and wellbeing of themselves and of other persons who may be affected by their acts or omissions at work; and co-operate with their employer so far as is necessary to enable it to successfully discharge its own responsibilities in relation to health, safety, and wellbeing.
Equality & Diversity	Promote and champion equality and diversity in all aspects of the role.
Learning & Development	Participate in and take responsibility of any learning and development required to carry out this role effectively.
Performance Management	Actively engage in the performance management process and take responsibility for managing performance outcomes.
GDPR	Ensure the reasonable and proportionate protection, processing, sharing, and storing of WMCA information in accordance with the relevant legislation, corporate policies, and in the best interests of the data subjects (Data Protection/GDPR), the WMCA, our partners, and the West Midlands, in all aspects of the role.
Adherence to Policies	Be aware of and comply with all organisation policies.
Other	There may be a requirement to work outside normal office hours on occasion, including a requirement to work within stakeholder and partner offices within the WMCA constituent area on a regular basis.

Values

Our culture is underpinned by what we do and how we do it. Our behaviours outline the ways we need to work to deliver success, become truly inclusive, and make the organisation somewhere where everyone can give their best contribution.		
Value	Competency	Behaviour
Collaborative	Team Focussed	Works as part of team, managing and leading.

	Service Driven	Customer, resident, and partner focussed.
Driven	Empowered & Accountable	Takes ownership and leads when needed.
	Performance Focused	Ambitious and going the extra mile.
Inclusive	'One Organisation' Mindset	Believe in each other's expertise.
	Open & Honest	We do what we say we are going to do.
Innovative	Forward Thinking	Embrace change and open to new possibilities.
	Problem Solving	Go for clear and simple whenever possible.

Additional Post Requirements

Essential Car User		Politically Restricted Post		Disclosure and Barring Service (DBS)				Vetting	
Yes <input type="checkbox"/>	No <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Basic <input type="checkbox"/>	Standard <input type="checkbox"/>	Enhanced <input type="checkbox"/>	None <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Job Evaluation Details

Date Evaluation Agreed	JEP Reference	Grade	Job Family